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The Impact of Social Networking Sites on HRM Practices: The Case of LinkedIn in Finland

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<p>This thesis studies the use of social networking sites (SNSs) in recruitment. The research focuses on the use of SNSs in Finland, and especially on LinkedIn.</p> <p>Human Resources Management's philosophy has shifted from one party giving orders to another towards a valuable advantage what company can gain.</p> <p>Social media has impacted the Human Resources Management's (HRM) policies and practices. Efficient use of SNSs in recruitment can benefit a company in many ways. Applying SNSs in recruitment is cost and time efficient for companies. On SNSs recruiters can reach also the passive candidates who are not looking for a job but could be suitable for the position.</p> <p>There are several ethical and legal issues which might arise when applying the use of SNSs in recruitment. Discrimination and privacy issues need to be considered when using SNSs. Legislation for employees' privacy is lacking, when discussing social media. These issues, and practises and policies to avoid those challenges, are presented in the research.</p> <p>A survey to study Metropolia Business School's students' and graduates' use of LinkedIn was conducted to get a detailed overview of the use. The discussion of this thesis analyses and studies the results and compares those to other studies conducted in Finland and globally.</p> <p>Despite the large scale changes that social media has brought to individuals' and organisations' around the globe, the traditional Human Resources Management theories can still be applied in the recruitment processes. However, the impact of SNSs in recruitment can be seen in today's recruitment practices and trends.</p>	
Keywords	Social Networking Sites; Recruitment; LinkedIn

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1 Introduction

It cannot be denied; social media has come to our lives for good and it has changed our world in many ways. Social media provides countless opportunities and benefits for both individuals and businesses.

Companies have adapted the use of social media to their businesses a long ago. For sales and marketing, social media has been a common tool for a long time an effective use of social media is crucial for any business. Sales and marketing departments have been creating and implementing social media strategies for years. It can be questioned whether the company is not on social media, does it even exist.

The massive takeover by social media has also affected the trends in Human Resources Management and its practices. This thesis discusses employers' shift from traditional recruitment practices towards using Social Networking Sites (SNS) in recruitment. Using SNSs enables employers reach potential and passive candidates in cost and time efficient way.

As every coin has two sides, also social media has it disadvantages. This research studies ethical and legal issues which might occur when using SNSs in recruitment. Practices for avoiding these issues are given.

LinkedIn is becoming one of the most important recruitment tools and job seeking channels. There are over 1 million members in LinkedIn in Finland, and worldwide over 546 million users. To gain a deeper understanding of how LinkedIn is used in Finland, a survey was conducted to Metropolia Business School's students and graduates of their job searching habits and LinkedIn usage will be presented and analysed for primary research.

The thesis is divided to 1. literature review, which studies the topic and frames the theoretical parts, and 2. methodologies and a primary research where LinkedIn use is studied through a survey and 3. an analysis where results will be presented. The Conclusion summarises the research results and findings.

2 Literature review

The literature studied to research the topic and to frame the theoretical part is presented on this part.

Theories for recruitment processes on social media or SNSs are limited therefore theories of traditional recruitment are presented. The topic studies LinkedIn in recruitment in Finland, but the literature of SNSs in Finland was limited. Research of Recruitment conducted by Duunitori and Study of Recruitment in Finland were studied, other literature and researches were global.

2.1 Human Resources Management

Human Resources Management has several different definitions which have transformed within time. Storey (Storey, 1995) defines HRM as following:

HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques. (Storey, 1995)

The definition of HRM might not be clear, but the practices of human resources are defined as following: Human Resources (HR) main practices are communication, ethics, training, solving conflicts, employee motivation, record keeping, recruitment, negotiation, strategic planning, morale building and legal knowledge. (Salem Press, 2014)

2.1.1 HRM – History

Human Resources Management (HRM) was originally called personnel management and industrial relations. HRM has two sides, intellectual side that stands for the scientific research and university teaching, and vocational side where HRM is used for management practices and consulting. (Kaufman, 2008) On this report the focus is on HRM's vocational side.

Nowadays HRM is widely used and studied practice which was not the case while ago. There were no special trainings for employees, strategies, planning or policies associated with personnel management as we have today. (Kaufman, 2008)

Kaufman gives three definitions to HRM and discusses the history of those approaches. When discussing about HRM's history and where it dates, it depends how is HMR defined. (Kaufman, 2008)

The first definition is that HRM is an activity with are two parties, where one gives orders to the other. According to this definition HRM has existed as long as there has been people. By this definition HRM is labour management and applies to all forms of human direction of labour. In present days the one giving order is the employer, the company, and the one receiving orders is the employee of the company. (Kaufman, 2008)

The transformation to use the concept of HRM departments takes place between 1870s and 1930s in the United States. HRM stands for the practices and policies done by the administrative and/or management of the company to manage the personnel, and for handling issues. Today's HRM handles employee selection, compensation, training and other practices for managing personnel. (Kaufman, 2008)

The third definition, which is the most recent, gives more specialised definition. It has been argued that HRM is a philosophy and an approach for managing people in companies, governments and non-governmental organisations. (Kaufman, 2008)

The traditional concept of managing employees stands for personnel management and industrial relations. The philosophy of management in traditional approach emphasises command and control. Personnel are seen as short-run cost and as a commodity. There is a zero-sum game in the employment relationship. In this approach the management of employees are low-level non-strategic practices (cost-effectiveness, negotiations, avoiding adversity with unions). (Kaufman, 2008)

Shift from traditional HRM as a labour management towards HRM as a philosophy and approach emerged in 1980s. The new philosophy of management centres HRM in participative form of management. The personnel were not seen as a commodity, but

as human assets. The zero-sum game shifted to positive-sum game. HRM is seen as strategic approach which involves management practices and highlights the human capital investments and it is considered as a competitive advantage. (Kaufman, 2008)

Kaufman suggests that the second definition of labour management, control and coordination of employees by human exercises, defines the best the core of HRM. According to Kaufman this is the most applicable concept and has the most analytical usefulness within time and across places. (Kaufman, 2008)

2.1.2 HRM – Added value

Andresen discusses different approaches to determine the outcome variables which add the value through HRM practices. These approaches state that good and successful HRM practices lead to improved productivity and motivation due well-being and satisfaction which equals in better financial performance. (Andresen & Novak, 2015)

According to Guest's model (Guest, 1997) HR practices, for example recruitment, training, appraisal, compensation and relations affect the behavioural outcomes of the employee. HR practices need to be align with HR strategies and organisational strategies to perform as it best. Good behavioural outcomes, such as motivation and co-operation result as improved employee performance (productivity, innovation, quality) which leads to increased financial outcomes (increased profit and ROI). In Guest's model the financial outcomes are the only goal which can be reached by HR practices. (Andresen & Novak, 2015)

Harvard approach (Beer, et al., 1984) discusses also the importance of social objectives, besides only the financial. Harvard approach states that the HRM does not only aim to improve the organisational effectiveness but also the individuals and societal well-being. The relationship between different outcome variables is not specified. (Andresen & Novak, 2015)

Andresen states that the added value can be specified when at least one of the company's important stakeholders (e.g. employees, line-managers, investors) gains from HRM actions. HRM's objectives and indicators for added value are economic efficiency and social efficiency. Economic efficiency stands for increased productivity and improved financial performance. Social efficiency can be seen as increased

satisfaction which indicates higher motivation or improved well-being indicating performance ability. (Andresen & Novak, 2015)

2.2 Recruitment process

As discussed in the previous section, Human Resources practices bring added value to the company. Financial outcome increases when the employee well-being and social efficiency increases. The more satisfied the employees are, the more productive, innovative and motivated they are which can be seen for example in increased profits and return on investment.

Technological changes and globalisation have influenced recruitment. Collecting data and communicating is easier, and the recruitment is not focused only to the local employee markets, but global. According to Goldstein, Pulakos, Passmore and Semedo these changes have made recruiting highly dynamic in psychological research. Recruitment is a process where the employer finds and engages the employee the company needs. (Goldstein;Pulakos;Passmore;& Semado, 2017)

Traditional recruitment processes are presented to gain a deeper understanding of it. However, technological changes and implementation of Social Networking Sites in the recruitment processes can affect the traditional ways of recruitment. Research of implementing SNSs to recruitment processes are lacking, but the traditional process can be implemented in the thesis.

The basic pattern for recruitment process follows the following points: Recruiters reviewing resumes, interviewing the most suitable candidates, different types of tests for candidates including for example psychometric tests. The recruitment process can be done also other way around, starting with tests to determine most suitable candidates. (Salem Press, 2014)

Armstrong (Armstrong & Taylor, 2014) frames the recruitment and selection process and sets the stages of the process. First step is to define the requirements, which stands for both, defining the job requirements but also the requirements needed the candidate to fill. Goldstein, Pulakos, Passmore and Semedo (Goldstein, et al., 2017) discusses detailed job analysis the employer needs to research and determine to have a successful recruitment process and find the right employee.

2.2.1 Job analysis

Recruitment processes start with job analysis, which should include the identification of the job and the requirements of the employee to be able to perform successfully, for example the required knowledge and skills.

Job analysis are activities done to understand the job itself and its requirements. Its outcomes are a job description and a list of job specifications. Job description tells the tasks, duties and responsibilities the job includes. A list of job specifications describes the required knowledge, skills, abilities and other characteristics (KSAOs). (Goldstein, et al., 2017) Armstrong defines required KSAOs as following. The knowledge one needs to know and the skills and abilities one needs to do to perform in the job. In KSAOs others (O) stands for behavioural competencies one should have to perform successfully in the job, professional, technical or academic qualifications and training required, experiences which likely predict successful performance, specific demands that the employee might be expected to achieve and special requirements, for example traveling. (Armstrong & Taylor, 2014)

Job analysis are used in HR practices for employee selection, training and compensation. Data for job analysis can be collected from an interview, by observing and by job analysis questionnaire. Sources for this data can be the employees of this certain job, their supervisors or outsourced professional job analysts. For better job analysis results there should be mix of these data collecting methods and several sources. (Armstrong & Taylor, 2014)

The accuracy of job analysis data can be difficult to evaluate since there is no correct answer or definition of what is correct. The accuracy of the data can be determined through the employees' reliability by comparing those results and scores to supervisor's and therefore, to find a balance of understanding. (Armstrong & Taylor, 2014)

2.2.2 Recruitment message

The information needed for a job opening should answer to following questions, to whom is the job targeted, what the recruitment message should include and in which channel to distribute the message. A job analysis gives a framework for the company to understand which individuals their offer could attract. Company should target to

employees who are likely to meet the required KSAOs to be successful in the job. (Goldstein, et al., 2017)

Companies need to consider wherefrom the candidates come. Possibilities for recruiting can be found within the company, from other companies or from education establishments. (Armstrong & Taylor, 2014) In general, candidates who have better information of the open job, for example similar job experience or relative working experience in the company, apply and accept the jobs with a better knowledge of the job. These candidates with more pre-job information make better job choices since they choose to apply or work because they believe it is a good fit. (Goldstein, et al., 2017)

When the targeted employees have been found the company needs to plan the communication. The recruitment message can be seen from micro or macro perspective. Micro perspective considers all the separate communication with the candidate, for example the job advertisement. Macro perspective looks for the whole communication and change of information during the recruitment process between the employer and candidate. (Goldstein, et al., 2017)

Recruitment message needs to have accurate information. Non-accurate information is seen unethical and might result as an employee turnover. The recruitment message should be formed to the targeted candidate group discussed earlier. The theories by Goldstein and his colleagues suggest that the message should be tested with another group before the candidates, to make sure the message receiver understands the message as the sender. (Goldstein, et al., 2017)

The recruitment message should include details of the job requirements (KSAOs), job tasks, working conditions and rewards. The more specific job-related information the recruitment message has, more attractive the job ad is to the candidates and it is seen as more credible, but the message should not be too lengthy. KSAOs specified in the ad improves the quality of the candidate pool. Realistic job preview information attracts more suitable candidates for the job. Providing unfavourable job information targets to find the right candidates with required skills and motivation and reduces the number of candidates who do not have a good person–company fit. More attractive job ad increases the number of applicants and therefore the job is more likely to be accepted. (Goldstein, et al., 2017)

2.2.3 Recruitment channels

When the recruiter has the message, next step is to choose one or multiple channels where to distribute it.

If recruiting within the company, company's own communication channels (e.g. intranet) is used. Former employees and referrals from existing employees should also be considered. Talent banks with candidate details can be used for these candidates. (Armstrong & Taylor, 2014)

If a business is not recruiting within the company, there are several sources to reach and attract the candidates. Candidate sources for recruitment are online recruiting, social media (SNSs), advertising, recruitment agencies, job centres, consultants, outsourced recruitment services and educational establishments. (Armstrong & Taylor, 2014)

Online recruitment, known as e-recruitment, advertises the job on the internet. E-recruitment sites are the company's own website, job sites (commercial job boards and job search engines) and agency sites. The communication between the recruiter and candidate can be done by emails. More job-related information can be given in online recruitment. If the recruitment process requires testing the candidate, it can be done online.

Using e-recruitment is cheaper than using traditional recruitment channels. E-recruitment makes the whole recruitment process shorter than when using traditional channels. E-recruitment enables companies to use their brands for attracting candidates. Candidates can easily find the job ads by searching for keywords. The ads are easily modifiable, and CVs and applications are managed electronically. Using websites requires use or co-operation with other sites to drive traffic. With e-recruitment advertising company can attract more candidates, but the downside is that the quality of candidates may decrease. (Armstrong & Taylor, 2014)

Armstrong (Armstrong & Taylor, 2014) discusses the use of social media in recruitment process. He uses the term social media, which differs from Social Networking Sites as SNSs do not include for example blogs. Both terms include the use of online sites, for example LinkedIn and Facebook. Social media enables the recruiters search for candidates and to find more information of them. The pool of candidates is huge when

using social media. Use of social media in recruitment is cheaper than traditional channels. The advantage and use of key words apply also for social media. Social media enables direct communication with the candidates, and recruiters can search candidates by different criteria, for example location, job level and speciality. (Armstrong & Taylor, 2014)

Advertisement is the traditional channel for recruitment. Although using e-recruitment and social media is coming more popular and common, traditional advertising is still used. Traditional advertisement provides good quality candidates when the job opening is addressed locally and in specialised journals to reach the targeted groups. In future years the trend in recruitment is going towards e-recruitment and social media, therefore traditional advertisement is becoming irrelevant. (Armstrong & Taylor, 2014)

Recruitment process outsourcing (RPO) term is used when the whole recruitment process is outsourced from the company. Using RPO is time saving, allows HRM to focus on other activities and it brings outsourced professionals and expertise to the recruitment process. issues which may occur concern the fact that the company might not be on the control of the recruitment process. (Armstrong & Taylor, 2014)

Use of recruitment agency shortens the recruitment process, although it may be quite costly. Finding the suitable match is not certain with recruitment agencies. (Armstrong & Taylor, 2014) Recruitment can be also outsourced to consultants, who are professionals to deal with the recruitment process. The recruiting company can be presented anonymously in these services. As the recruitment agencies also consultants may be costly. (Armstrong & Taylor, 2014)

Government operated jobcentres are usually used only for certain types of jobs, for example sales or call centre assistants. Using jobcentres is free, but usually has candidates mainly for routine jobs. (Armstrong & Taylor, 2014)

Executive search consultants, also known as headhunters are used for senior level jobs where are not so many candidates. These candidates might be difficult to find and attract otherwise. Headhunters use their own data sources and networks or researchers to find the suitable candidates. Using headhunters in recruitment process is rather costly but cost-effective. (Armstrong & Taylor, 2014)

Educational establishments are used when searching for future talents, graduates, or interns for training schemes. This can be done in co-operation with universities, colleges and schools. It might be a costly approach to attract the students and graduates (Armstrong & Taylor, 2014) as students are often active to get employed themselves and independently reach the companies.

2.3 Selection

Selecting the new employees is one of the most important HR practices. When done correctly, employee selection should be based on empirical data and application of scientific method.

More detailed theory for successful employee selection will be presented. To enable companies and HR to make good employee selection a clear behaviour-centralised job analysis is required as discussed formerly on this report. Jobs and job tasks vary in time therefore these tools should be studied and updated within time and considerate if their valid to use. (Salem Press, 2014)

When company has received the applications, usually a formal application together with CV, the next step is to shift the applications. Companies might have used an application form, which sets a structured basis for all applicants in the selection and provides more information of the candidates. The application form ensures that all candidates are reviewed on same basis. In case if the recruitment was outsourced, company receives a list of most suitable candidates. (Armstrong & Taylor, 2014)

A company should analyse and set the key criteria for successful performance in the job. The criteria can be classified to three groups: 1. Essential, if the candidate does not meet these criteria, one will not be considered in selection process. 2. Very desirable, the candidate who meets these criteria is preferred. 3. Desirable, candidate who meets these criteria will be given consideration. (Armstrong & Taylor, 2014)

After the candidates have been analysed, they can be shorted once again to three groups: possible, marginal and unsuitable. A shortlist of preferably four to eight candidates should be drawn. (Armstrong & Taylor, 2014)

Clear behaviour-centralised job analysis and selection criteria help to make the selection decisions based only on job related qualifications. (Salem Press, 2014) In

recruitment process companies need to avoid discrimination. Discrimination is defined by law. The Finnish Non-discrimination Act (1325/2014) states in chapter 3, section 8, that no one should be discriminated by age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or other personal characteristics. (Finlex, 2015) Act on Equality between Women and Men prohibits any kind of discrimination based on gender and obliges equality in Finland (Finlex, 2014).

2.3.1 Selection tools

There are various selection tools in recruitment processes, most commonly used are interviews, application forms, psychometric instruments, work samples and assessment centres. (Salem Press, 2014) The classic-trio of the selection methods are application forms, interviews and references. Interviews are done either face to face, on a phone, video or skype. Especially in the international recruitment the use of video and skype interviews has increased. In an interview, the recruiter aims to find more information of the candidate and predict how suitable the person is for the job, but also to inform and teach the candidate more about the job. The interviews can be either structured (defined framework) or unstructured (general discussion). (Armstrong & Taylor, 2014)

A company needs to define the selection tools used in the recruitment process. Tools used in selection can be psychometric instruments, for example personality test or other measures such as simulation for determining candidates KSAOs for the job. (Salem Press, 2014) Tests are used for testing abilities, intelligence, personality, aptitudes and attainments. Tests should be combined with interviews in the selection process. Two main characteristics of good tests are that the tests are reliable and measure the same thing and the tests should be valid. Tests are reliable when the same characteristics of different applicants are studied and tests are valid when they measure what they were planned to measure, for example intelligence. (Armstrong & Taylor, 2014)

Psychometric tests studies intelligence or personality. Psychometric tests enable the recruiter to predict the candidates' success in the job. These tests follow systematic and standardised procedures. (Armstrong & Taylor, 2014)

Candidates' mental abilities are tested in intelligence tests, can be called general mental ability tests. These tests assess abstract thinking and reasoning, the job tasks

might require. Candidates' personality is tests to predict the behaviour in a job. Personality is tested by personality tests, which can measure interests, values and work behaviour. Tests are done by psychology or outsourced test agencies. Ability tests measure candidates' capacity for verbal reasoning, numerical reasoning, spatial reasoning and/or mechanical reasoning. Aptitude tests are typically work samples to study candidates' ability to perform successfully in the job. (Armstrong & Taylor, 2014)

The next step to consider and analyse in the process is prediction on how well candidates would function on the job and do the applicants meet the criteria of the job. This can be done by testing the candidates. (Salem Press, 2014) The required level for performing well in the job can be measured by collecting data from the existing employees or from the candidates. Then the level which candidates should meet will be statistically determined, usually through correlation. (Salem Press, 2014)

In positive correlation the score on the predictor increases so as the job performance increases where in negative correlation the score on the predictor increases but the job performance decreases. in zero correlation the values of the score predictor score and the job performance are unrelated. (Salem Press, 2014)

Prediction is valid when there is a strong correlation, either positive or negative. 1.0. stands for complete validity and 0.0 for no validity. For prediction to be valid it also needs to be reliable, it needs to measure a specific action or a characteristic, and score the same records consistently. The records show the level what the survey or data collection instruments measures what it aims to measure. If the correlation between the score on the prediction and the job performance is significant it can predict the job success and performance. (Salem Press, 2014)

After interviewing and testing the candidates the recruiters may contact the candidates' references to check the accuracy and reliability of the candidates' information. The final step is to offer the employment to most suitable candidate for the job. Recruiters should not forget following up the candidate especially in the beginning of employment. (Armstrong & Taylor, 2014)

2.4 Social Networking Sites

Boyd and Ellison define Social Networking Sites (SNS) characteristics as:

web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.

Main focuses and goals of Social Networking Sites are the connectivity and information sharing. SNSs should not be confused with social media. Social media includes a broader set of social technologies, for example blogs. (Richard N. Landers & Gordon B. Schmidt, 2016) SNSs base on already existing networks (family, friends, co-workers etc.) or creating new networks with people who share same interests, political views or activities. Social Networking Sites' qualities and features vary, but they all share common base idea of networks. SNSs' consist of user profile and list of friends/connections. Profile includes general information of the user (age, location, interests) and usually a profile picture. (Boyd & Ellison, 2008) Users can decide most of the information what is shown to one's network and what to the general public on the privacy settings. (Brown & Vaughn, 2011)

The user statistics for Social Networking Sites are huge. Facebook has 2,167 billion active users (Statista, 2018) and LinkedIn has over 500 million users (LinkedIn, 2018). SNSs have a huge potential for companies to reach large amounts of people. Companies used to use SNSs for promoting themselves and their products, and for communicating with customers. Companies have shifted from using Social Networking Sites for advertising and communication towards using it as a recruitment tool. SNSs have become popular and attractive for companies to use and advantage from it in their recruitment processes, such as monitoring employees and searching for job candidates. (Bohmova & Pavlicek, 2015)

Main reasons for the companies' increased use of social media in recruitment are the two key factors businesses aim to maximize, time and money. (Calvasina, et al., 2014) Screening candidates on Social Networking Sites provides employers and recruiters valuable data with minimal costs. Employers can get an access to information that would not be accessible as easily and as cost-efficient way when using traditional practices. (Brown & Vaughn, 2011)

Screening the candidates online does arise many ethical and legal issues. The issues will be discussed latterly on. Research made by Society for Human Resources Management (SHRM) in 2015, found that 84% of companies are already using Social Networking Sites in recruitment and 9% are planning to use. There can be seen

remarkable increase when comparing results from 2015 research to 2011 research when 56% of the companies reported using SNSs in recruitment. Society for Human Resource Management's study shows that LinkedIn (with 96%) is the most used site for recruitment following by Facebook (66%) and Twitter (53%). (Society for Human Resource Management, 2016)

2.5 LinkedIn

LinkedIn is the largest professional business social network. The core idea behind LinkedIn is to bring recruiters and job seekers together. In LinkedIn also businesses can search for potential customers and partners. LinkedIn has more than 546 million users worldwide. (LinkedIn, 2018) Since its foundation in 2002, LinkedIn's growth has been massive. In seven years LinkedIn's members have grown with over 446 million people. In March 2011 LinkedIn passed 100 million users. (Calvasina, et al., 2014)

Most of LinkedIn's members are from the United States, there were 128 million members in 2016. The second biggest user country is India with 35 million members and third is Brazil with 25 million users. Top three European countries with the most LinkedIn members are the United Kingdom 20 million, France 11 million and Italy 8 million members. (Statista, 2018) There are over 1 million members in Finland in LinkedIn. (Niipola, 2016) LinkedIn's popularity is increasing also in Finland and it is becoming one of the most important recruitment channel.

2.5.1 LinkedIn in Finland

Statistics Finland created a study of the use of social media in Finland. LinkedIn's biggest user group are the 35 to 44 years with 36%. Of the younger generation 12% of 16 to 24 years are using LinkedIn and 25 to 34 years were presented by 28%. 35% of the users have higher education. (Statistics Finland A, 2017) Overall trend in use of social media in Finland is increasing for all age groups. 61% of 16 to 89 years Finnish are using social media. (Statistics Finland B, 2017) As individuals are highly presented on social media, so are the companies. 63% of Finnish companies are on social media. Increase in use of social media can be seen, in 2013 38% of companies were using social media. Social media was mainly used for brand building and marketing. (Statistics Finland C, 2017)

Research of Recruitment in Finland by Duunitori (2017) investigated 188 recruiters and Human Resources Managers to study the recruitment and its trends in Finland. The research found that importance of LinkedIn and Facebook in recruitment had increased radically from 2013 to 2017. LinkedIn and Facebook were seen as most important channels for recruitment. Most popular social media sites for recruitment in this order were LinkedIn (free), Facebook (free), paid Facebook advertising, paid LinkedIn adverts and Twitter.

85% of respondents agreed with a statement that recruitment digitalises and will face a huge change in ten years. 81% of the respondent agreed that social media is extremely efficient in job searching and recruitment. Most interesting trend in recruitment for recruiters was to reach the passive candidates by using Social Networking Sites. 48% agreed with a statement that using free social media platforms for recruitment have become easier and 40% did not see a difference. (Duunitori, 2017)

2.6 Employment in Finland

When studying employment and job availability in Finland it can be stated that the employment situation has improved. Even though there are more jobs available, finding the right recruitment channels might be an issue for graduates and job seekers. There can be seen improvement on job availability in Finland. In 2017 there were 41 600 jobs available. This is on average 22 per cent more than previous year. (Statistics Finland 1, 2017) The employment rates have also increased when comparing 2018 to the previous year. In February 2018 the employment in Finland for ages 15 to 64 was 69.8 per cent. Previous year the rate was 67.3 per cent. (Statistics Finland 2, 2018)

Statistics for recent graduates indicates that the employment situation has improved. In 2016 the employment rates for recently graduates increased slightly. From all the university of applied sciences or higher university graduates 83 per cent were employed. For four years 2012-2015 employment rates for recently graduated had decreased. (Statistics Finland 3, 2018)

In 2016 there were 4391 Polytechnic bachelor's graduates in business, administration and law in total. 3127 of them were full-time employed, and 351 unemployed after one year of graduation. The rest were either full-time students, employed students or other. These statistics show that 71.21 per cent of graduates in business administration and law were employed as full-time employees one year after graduation. (Statistics

Finland 4, 2018) . There can be seen differences between genders in graduate employment rates for all education levels. From recently graduated women 71% were employed and from men 61%. Rates for women were 10 percentage points higher than for men. (Statistics Finland 4, 2018)

2.7 Issues of recruiting on Social Networking Sites

The book *Social Media in Employee Selection* discusses the challenges and issues which might appear when using social media in recruitment. It discusses six challenges that might arise when using SNSs in recruitment and selection processes.

The six challenges are reliability and validity of the candidate information when using SNSs in recruitment and selection processes. How and which information to value needs to be considered. Legal and ethical issues might arise on the selection process. How company should include the usage of information in selection process and finally how the changes in technology affect. (Richard N. Landers & Gordon B. Schmidt, 2016)

Recruiters need to consider how trustful is the information of candidate provided on Social Networking Sites. (Richard N. Landers & Gordon B. Schmidt, 2016) On the other hand, on SNSs recruiters can inspect does the information given in traditional resume match the information online, for example education. (Brown & Vaughn, 2011)

Second consideration for recruiters is how practically useful is the valid information. Relying only on human judgment has been less successful than for example using algorithmic approaches. There have been various attempts to develop predictive models for using and judging valid candidate profile information. (Richard N. Landers & Gordon B. Schmidt, 2016) A study made by Youyou, Kosinski and Stillwell showed that personality judgments made by computer-based models correlated more strongly with self-ratings than those made by human judgements. (Youyou, et al., 2015) When recruiters are doing judgments based on candidates' profile information it is challenging to focus only on job relevant information. (Richard N. Landers & Gordon B. Schmidt, 2016)

Legal and ethical issues might occur when recruiting through SNSs. Recruiters might make conscious or unconscious decisions which are affected by candidate's sex,

religion, race, skin colour or national origin. Decisions based on these factors are defined as discrimination. As mentioned formerly in this report, discrimination is prohibited by law. (Richard N. Landers & Gordon B. Schmidt, 2016) The lack of data to support that the decisions were job related may occur an issue. (Brown & Vaughn, 2011)

Another concern for recruiters is how to acquire the candidate's information procedurally for selection process. Generally, that is made by human decisions, although there exist some selection systems for this. If company chooses to use candidate's information on selection process they have to considerate and identify where in the process they will use this information. (Richard N. Landers & Gordon B. Schmidt, 2016)

Continuous changes in technology also may create issues for using SNSs in recruitment. (Richard N. Landers & Gordon B. Schmidt, 2016)

2.8 Avoiding issues

Using SNSs in recruitment benefits a company in many ways, it is cost efficient, time-saving and employers reach potential candidates and receive valuable information of the candidates. Increased usage of SNSs in recruitment and job searching might create ethical and legal issues as discussed earlier in this report. To avoid those issues there are several practices companies can apply. (Calvasina, et al., 2014)

Developing procedures and policies by employers to avoid legal risks by for example including diverse recruitment methods. Also developing and implementing policy to guide decisions makers of HRM to avoid these risks. (Calvasina, et al., 2014)

General advices for avoiding discrimination include training and educating staff with basic non-discrimination concepts. (Calvasina, et al., 2014) Simply following law, as Finnish Non-discrimination Act states no one should be discriminated due age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or other personal characteristics. (Finlex, 2015) Recruiters should consider only job-related concepts and factors when making the recruitment decisions. (Calvasina, et al., 2014)

Company should use individuals who are not in the decision-making process to filter the candidate information in order to avoid conscious or unconscious discrimination by recruiters based on information. Recruiters should be trained to utilize job-related criteria in the candidates' information. As this will create costs and if the company does not have sources for this they should not screen the candidates' information before the interview. If a company chooses to use SNSs in recruitment it should be considered and planned how the company will evaluate the candidates. (Calvasina, et al., 2014)

2.9 Screening candidates

SNSs are used in recruitment for posting available jobs, searching and reviewing candidates. Screening candidates can provide valuable information for the recruiters. There are also several issues which might arise.

Recruiters might base their decisions on not job-related factors, such as age, gender, sexual orientation, race, obesity and attractiveness.

Studies have shown that recruiters have rejected candidates if they found inappropriate pictures or post when screening.

Inappropriate posts might be alcohol or drug related posts, posts including any kind of discrimination against some group(s), negative posts of former employer or if the candidate had shared confidential information of the former employer. If the candidate had given false information which was found on screening, this might have led to rejection. Weak communication skills and unprofessional usernames were also seen as a disadvantage for the candidate.

(Bondarouk & Olivas-Lujan, 2013)

Only negative posts, political innuendos and inappropriate comments can affect the recruiters picture of the candidate. Profiles in different SNSs platforms should be coterminous. (Räisänen, 2015)

Recruiters can see posting selfies on social media as a disadvantage, although negative attitudes have decreased towards selfies. (Jobvite, 2017)

As recruiters have rejected candidates based on the information they have found when screening SNSs, but recruiters have also employed applicants based on the information on SNSs. Candidate's interests which are job-related or might be beneficial in the job are seeing as an advantage. If candidate's background information matches the one's professional qualification, that increases the credibility. If weak

communication skills were seen as a disadvantage, candidate's good communication skills can positively affect the recruitment. Good references, awards and praises on SNSs have a good influence. Professional profile picture or large number of followers or subscribers can be an advantage. (Bondarouk & Olivas-Lujan, 2013)

2.9.1 Privacy

Legal and ethical issues might arise when applying SNSs to recruitment practices. The legislation is lacking when it comes to social media. Finnish law does not recognise the term social media.

According to the Act on Protection of Privacy in Working Life 759/2004 employer can collect data of the employee from the employee his/herself. Employee needs to give a permission to the employer for the data collection. Employer can collect data only if it is necessary for the job, if the nature of the job, or the employer employee relationship requires it. (Finlex, 2004)

If employee provides employer with for example link to one's LinkedIn profile, employer can use the information (Eilakaisa, 2014).

Job seeker should bear in mind that even if it against the law to base recruitment decisions on findings of the candidate online, employers might still do it. Research by Society for Human Resource Management found that 18% of the employers were screening candidates, 11% have not screened but will screen in the future and 4% have screened but will not do it in the future. (Bondarouk & Olivas-Lujan, 2013)

Employers screening candidates on social media and collecting data or basing the recruitment decisions on information found online is prohibited by law. This creates many ethical issues and questions. Candidate's social media appearance and profiles should not have an influence on the recruitment process.

Study conducted to Finnish recruiters found that 97% of the recruiters in house were using LinkedIn as a social media tool in their jobs. 61,7% were using Facebook and 39,8% Twitter. Blogs were used by 26,9% of recruiters and YouTube by 24,9%. Outsourced recruiters use of social media use the platforms in the same order, LinkedIn 97%, Facebook 63,4%, Twitter 43,6%, Blogs 35,1% and YouTube 16,3%. (Laine, 2015)

Half of the recruiters 51%, have recruited employees from social media and 12,5% have posted jobs on social media but have not recruited candidates through the

channel. From outsourced recruiters 41,6% have recruited employees from social media and 5,8% had not succeeded in this. (Laine, 2015)

Advantages in applying social media in recruitment process were Building the brand image is easier or improved and lower costs in recruitment. The opportunity to find better candidates for the job and reaching larger candidate pool were seen as advantages. (Laine, 2015)

Recruiters were asked if they screen the candidates on Google or on social media platforms. 71,4% of inhouse recruiters and 44,6% of outsourced recruiters denied the screening. There is a quite notable difference between inhouse recruiters and outsourced recruiters. can be questioned if these percentages tell the truth, considering the ethical and legal issues screening arises. (Laine, 2015)

Another study conducted by CareerBuilder studied more than 2300 recruiters in the United States, researched their social media usage in recruitment processes.

Screening was more widely used in recruitment, 70% of recruiters screen candidates on social media. There can be seen a significant increase in this number, only in one year the number has increased by 10 percentage points. These numbers show the trend in recruitment that recruiters inspect candidates online in recruitment.

Recruiters use also search engines to examine candidates. 69% of the participants have used search engines for finding information of the candidates.

Over half of the recruiters, 61%, were screening candidates to ensure the information of candidates' qualifications is reliable. 50% were investigating if candidates are in social media. 37% of recruiters aimed to find how the candidate's social network perceived them and 24% were searching for a reason for rejecting the candidate.

The study found that over half of the recruiters (57%) were not likely to proceed the recruitment with the candidates if the candidate does not have a social media presence.

54% of the recruiters have rejected candidates due to candidates' social media appearance, for example inappropriate pictures or posts. (Harris Poll, 2017)

Screening increases the possibility of discrimination in selection process, due to the information employers receive or find of the candidates. Data on SNSs can provide employers information they would not receive in traditional recruitment process, for example candidate's religion. (Bondarouk & Olivas-Lujan, 2013)

Screening the candidates is more relevant for some jobs than to others. For some jobs more information is required, for example when working with children. In those cases, the employee has the right to investigate the employer more, with one's approval. (Finlex, 2004)

The information recruiters can find on SNSs depends on the platform. LinkedIn is mainly used for professional use, when e.g. Facebook is more based on friends and family as connections. The privacy settings of SNSs affect the information recruiters can find.

Studies have found that candidates, undergraduates, find the screening SNSs unfair, but it did not affect their applying for the company or company's attractiveness (Siebert, et al., 2012). Another study found that undergraduates were expecting the companies to screen them on SNSs (Sanchez, et al., 2012).

Companies screen candidates for finding more information of the candidates' KSAOs, to examine the organisational fit and potential negative information which could be harmful on the job or for the company. (Bondarouk & Olivas-Lujan, 2013)

If company wants to screen the candidate there are policies to follow. Firstly, company should ask candidates permission to utilise one in SNSs. The accuracy of the information candidate has on SNSs should be studied. If screening company should have formal policies for utilising candidates, rather than just adding to network.

Screening policies are better to apply towards end of the recruitment process. To avoid and minimise the discrimination, use more people should be involved in the screening rather than only one person. Same people should be use for all candidates to search the same information among candidates. Screening process can also be outsourced to HR specialists. Everyone involved in screening processes should be trained and

educated on diverse recruitment against discrimination. (Bondarouk & Olivas-Lujan, 2013)

2.10 Discrimination

International Labour Organisation describes discrimination (Employment and Occupation) as following:

Discrimination includes any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation (ILO, 1958).

Targeting to some certain SNSs it might create appearance of discrimination since the company might not reach certain protected groups. A company which creates appearance of discrimination might not be determined as an actual discrimination, but it can harm the company's image. Therefore companies aim to avoid the allegation of discrimination. (Calvasina, et al., 2014)

John Wrench and Maykel Verkuyten discusses different types of discrimination. Discrimination can be divided in three categories, direct/intentional discrimination, structural discrimination and discrimination experienced by immigrants and ethnic workers in Europe. Diversity management can be seen as a one solution against discrimination. Diversity management as a concept and terms regarding to the subject will be discussed. Diversity policies and studies how to avoid discrimination are presented.

2.10.1 Classification of discrimination

Diversity Management and Discrimination: Immigrants and Ethnic Minorities in the EU, discusses different classifications of discrimination. According to them, there are two main different discrimination types; direct/intentional and structural discrimination. As they studied especially discrimination in European Union additional discrimination type is added; discrimination experienced by immigrants and ethnic minorities in Europe. (Wrench & Verkuyten, 2007)

Direct/intentional discrimination

1. Racist discrimination

Refusal from the company or recruiter to recruit, train or promote a candidate/employee from a certain social group. The employer holds negative stereotypes on the social group or racism or prejudice.

2. Statistical discrimination

Belief that certain group (e.g. minority, gender) would not be as productive in the job based on characteristics this group shares and their perceived productivity. Statistical discrimination from the employer can be explained as rational economic behaviour instead of racism.

3. Societal discrimination

Discriminating because there are negative attitudes towards certain social group from other people, such as customers.

Structural discrimination

4. Indirect discrimination

The recruitment practice itself or the work routine discriminates some groups of people. For example, minimum height requirement for a job might discriminate women.

5. Past-in-present discrimination

Old pattern of discrimination continues. Employers do not recruit some certain group since they have not recruit them before in the history.

6. Side-effect discrimination

Discrimination in one area of life leads to discrimination in other, for example discrimination in education and therefore discriminated in recruitment.

Three further types of discrimination experienced by immigrants and ethnic minority workers in Europe:

7. Opportunist discrimination

Weak position on society or labour market leads to discrimination and for example to lower salary.

8. Legal discrimination

Legal restrictions for non-nationals to work in certain jobs.

9. Institutional discrimination

Racial inequality from structural institutional forces.

2.11 Diversity management

Diversity management fights discrimination and allows improved opportunities for minorities. It aims to improve company's competitiveness and efficiency by improving the environment of cultural differences between employees. Improved environment increases productivity, creativity and potentiality. (Wrench & Verkuyten, 2007) Diversity management gives a company a competitive advantage for recruitment, marketing, problem solving and resource acquisition.

Micàelle E. Mor-Barak describes diversity management as following:

In depicting diverse management, I propose an image from the art world – the painter's palette. Like colors, when people are forced to blend and give up their unique characteristic, the result is dull grey. Allowed to display their true colors, they shine brightly and together create an inspiring work of art. (Mor-Barak, 2005)

Diversity management as a concept is rather new in Europe. It was firstly discussed in the beginning of 1990s. In ten years interest towards diversity management grew and increasing number of companies applied these policies.

Diversity as a term stands for a mixed group of demographically different people but also for dealing with these groups. There is not only way to describe the term diversity policies. Some describe it as any policies which are included in employment of minorities or immigrants. Some argue that there must be something extra and different from existing practices to eliminate discrimination.

Griggs divides diversity in primary and secondary dimensions. According to Griggs, primary dimension cannot be changed, and secondary dimensions can be changed. As that is not the case anymore since it is possible to change gender, primary dimensions would be better described as dimensions that people are born with or they have impacted on early socialisation. Those dimensions build the individuals self-image and impact how we look at the world. Six primary dimensions are age, ethnicity, gender, physical abilities/qualities, race and sexual/affectional orientation.

Secondary dimensions are the ones which according to Griggs can be changed. These dimensions are for example education, religion, income and marital status. (Wrench & Verkuyten, 2007)

Diversity management can be seen as one result for fighting against discrimination. In an optimum scenario there would not be any discrimination and all companies would apply diverse methods to recruitment. However, that does not apply in reality. Research by Jobvite studied recruiters in the United States and found that 52% of recruiters are not planning to add diverse methods for gender equality and 51% do not have goals for racial diversity. (Jobvite, 2017)

3 Methodology

This part of the thesis discusses the methods used for researching the topic and for data collection. Quantitative research is used as primary data and literature and theories as secondary data.

3.1.1 Quantitative research

Quantitative research was conducted to study the popularity of LinkedIn and use of it in job searching. Target group for this research was the present and former students of Metropolia Business School (MBS). Trends in recruitment are shifting towards using social networking sites (SNSs) in recruitment. LinkedIn's popularity is ever increasing, and more and more companies and employees find their way to this platform. Research analysis will be presented on this report in results section.

3.2 Survey

The survey was conducted in Google Forms and it was sent out via social media, MBS's Facebook groups. These channels were chosen to target the survey for students and graduates of Metropolia Business School. The survey received 51 answers.

The questions were closed questions, only one question with open-end option. The questions were either multiple choices or checkboxes. Most of the questions were mandatory. Optional questions were answered if one is using LinkedIn.

3.2.1 Demographics

64,7% of the participants were female and 35,3% were male. The biggest age group was the 24 to 26 years with 43,1%. The second was 20 to 23 years with 37,3% and the third 27 to 29 years with 15,7%. The smallest group was +30 years with 2,9%.

From all participants 21,6% were graduated. Major part of the participants were either third year (39,2%) or fourth year (23,5%) students. 15,7% of participants were second year students. There were no first-year students participated.

3.2.2 Job search channels

The participants were asked which channels they use for job searching. The question was multiple question and included open end question where participants could mention other channels they have used in job searching.

Most used job search channel were the job sites, for example Duunitori, Monster, Indeed, Glassdoor. 94,1% of participants use job sites in job seeking. The second most used channel is social media, 82,4% of participants use social media in job searching. Company's own websites were used by 76,5% of participants. Metropolia Business School's own intranet OMA were used by 47,1% of participants. TE-Offices were used by 27,5% of participants. Newspaper were used by only one participant. Other channels mentioned by participants were friends and family and own networks, CEMS career platform and Graduateland.com. LinkedIn was separately mentioned. Each of these other channels were used by one participant.

3.2.3 LinkedIn

The following questions were answered if the participants use LinkedIn. The questions aim to research why people use LinkedIn and do they use it for job searching. Almost all participants, 94,0%, use LinkedIn. This result shows the popularity of LinkedIn among Generation Y. The number of LinkedIn users on this study is highly greater compared to use of LinkedIn in Finland in general. (Statistics Finland A, 2017) The participants were either students or graduates, in the beginning of their working life which might increase the use of LinkedIn for this group.

These participants who use LinkedIn, referred from now on as LinkedIn users, use it mainly for networking (85,1%) and job seeking (78,7%). 59,6% of LinkedIn users use it because they aim to be headhunted. 59,6% use LinkedIn for finding information.

59,6% of LinkedIn users have applied for a job on LinkedIn. From those participants who have applied for a job on LinkedIn, 33,3% were invited to an interview. 24,1% of the participants who had applied for a job on LinkedIn were eventually employed.

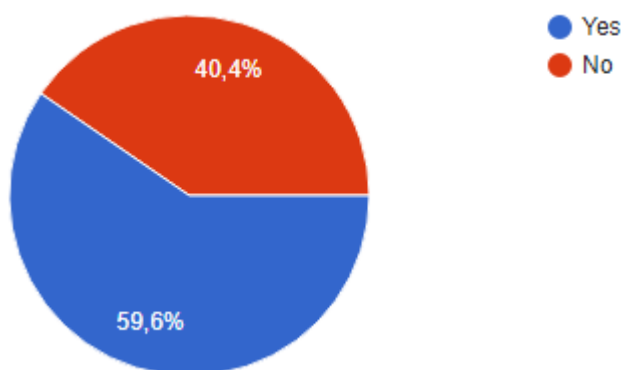


Figure 1 The survey participants who have applied jobs on LinkedIn

59,1% of LinkedIn users have been contacted by recruiters and 25,0% led to an interview. From the participants who have been contacted by recruiters, only 3,4% were eventually employed.

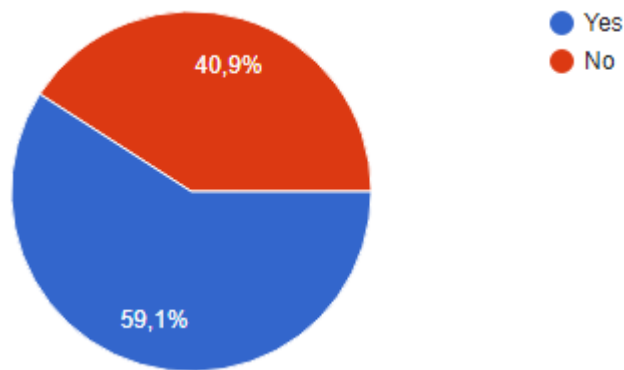


Figure 2 The survey participants who have been contacted by headhunters

4 Discussion

Employment rates in Finland are increasing and there are more jobs available. The employment rates for recent graduates have also increased. The aim was to research how students and graduates are using LinkedIn in job searching, and how popular is the use of SNSs in recruitment.

Technological changes, social media and globalisation have changed recruitment practices. Companies have applied online recruitment and use of SNSs in their recruitment processes.

As stated formerly, Social Networking Sites in recruitment processes are becoming the most popular channel to find and attract the candidates. Researched of recruitment conducted by Duunitori (Duunitori, 2017) found that LinkedIn and Facebook are the most popular recruitment channels in Finland.

The survey conducted for this thesis researching how the students of Metropolia Business School found that 94,0% of participants are using LinkedIn. This results also shows the increased popularity of LinkedIn. The survey found that people were more likely to be employed when they applied for the job themselves, rather than if the recruiters contacted them. LinkedIn can be stated to be more popular among Generation Y students or recent graduates compared to overall use of LinkedIn in Finland.

Using Social Networking Sites in recruitment provides many advantages, but there are several issues which might arise. SNSs in recruitment might increase the risk of discrimination since the recruiters are provided with more information than in traditional

recruitment processes. Recruiters should consider only job-related factors in recruitment. The recruitment processes should be strategic processes, with procedures and policies.

There are many changes for discrimination to appear when using Social Networking Sites in recruitment. Recruitment process requires strategic planning and procedure to be successful and benefiting the company. Using SNSs in recruitment might create an appearance of discrimination, since not all candidates' groups will be reached. (Calvasina, et al., 2014)

Choosing to advertise the job only on LinkedIn eliminates potential candidates who are not present on the site. Numbers for Finland show that from the two youngest user groups 16 to 24 years 12% and 25 to 35 years 28% were using LinkedIn. The numbers do not specify whether these groups are students, employed or unemployed. The figures show that even if the use of LinkedIn is increasing, not everyone is present online. If a company chooses to post their open jobs only on LinkedIn they should considerate the possible lack of candidates and appearance of discrimination.

A study conducted for this research found that use of LinkedIn is highly popular among Metropolia Business School's students. 94% of participants are using LinkedIn. The difference of LinkedIn's popularity on these two studies could be explained by the occupation. As all the participants for study conducted by the author are students or recent graduates, the use of LinkedIn is more relevant for them compared to overall LinkedIn users in Finland. Metropolia Business School students use LinkedIn mainly for networking and job searching.

Recruiting on SNSs is in general increasing dramatically. Society for Human Resources Management's research discovered that 84% of companies use SNSs and 9% are planning to apply SNSs for recruitment practices. According to Statistics Finland, 63% of companies use social media. Companies use social media mainly for brand building and marketing, but the trend applying social media in recruitment is increasing. (Statistics Finland C, 2017). Study made by Duunitori found that 81% of recruiters see social media as very efficient tool for recruitment processes (Duunitori, 2017).

Study on recruitment in Finland (Laine, 2015) found that 51% of inhouse recruiters and 41,6% of outsourced recruiters have recruited employees from social media. 59,1% of

MBS students and graduates were contacted by recruiters on LinkedIn. According to these studies, LinkedIn is widely used from both parties, recruiters and candidates. (Laine, 2015)

Over half of the MBS students were contacted by recruiters, and 25% were interviewed. From the interviewed participants only 3,4 % were employed. Employment as a result was more likely for participants who applied for a job on LinkedIn themselves.

For students and graduates who applied for a job 33,3% were interviewed and 24,1% employed. The rates could have been better for them who applied the job themselves since they found the job through job searching and were interested in the job to apply. Those applicants might have increased motivation since they chose to apply for the jobs themselves.

Why only 3,4% of students or recent graduates were employed when contacted by recruiters could be also explained by lacking work experience. As discussed earlier, candidates' online presence might have a negative influence on recruiting result. Although, these participants have been active on LinkedIn therefore it is highly unlikely they would have had inappropriate or misleading content on their profiles. According to studies, employers value organisational fit and work experience over education. If the recruiters have not found the candidate as a fit for the organisational culture it might have led to rejection.

Duunitori's study found that recruiters value the most employees' motivation towards the job. Candidates fit to the team and organisation are highly valued. Candidates matching values and the fit for organisational culture were one of the main factors. Before education the recruiters valued special qualifications and references. Work experience was listed after motivation and personality features. (Duunitori, 2017)

Another study conducted by (Laine, 2015) for Finnish recruiters, states that recruiters mostly value work experience and the second most valuable factor is the candidates' fit to the organisation. Education was listed as a third most important factor.

The results from these two study differ when pointing the most critical factor for suitable candidate. Both results show that the recruiters highly value work experience and the fit for organisational culture. The fact that recruiters highly value experience is not as

beneficial for students and recent graduates since they are starting their work life. Nevertheless, students can benefit from the valuation of a good fit for the organisation if they are seen as a good fit.

5 Conclusion

As a conclusion it can be stated that social media has changed the world we live in. Use of social media and social networking sites (SNSs) has been adapted to recruitment and its processes. Human Resources Management (HRM) has shifted from employer giving orders to employee and the employer considered as commodity, towards employees seen as human assets and HRM as a competitive advantage for the company.

Rates for employment and recent graduate employment are increasing and there are more jobs available in Finland. Improved job availability is a positive matter, but before one is employed, many steps and processes are required.

Companies should apply recruitment practices from detailed job analyses, to effective recruitment message which reaches the targeted candidates, and choose the right recruitment channels and finally selecting the right candidates using scientific method and base the selection on job related data.

Social media is widely used globally, and the members of these platforms are ever increasing. LinkedIn has more than 1 million users in Finland. A study conducted for this thesis found that 94% of participants from Metropolia Business School are using LinkedIn. The main reasons why these students and graduates use LinkedIn was stated to be building networks and job seeking. LinkedIn is also used to find information and to be found by recruiters.

HRM involves many practices, recruiting being one of the most important one. Finding the perfect fit through strategic recruitment process results as motivated and satisfied employer. Satisfied employers are more productive and therefore will increase the company's success.

Finding and selecting the right candidates and employees requires planning, procedures and policies. Use of SNSs in recruitment is trending internationally what can be seen from the studies researched. Companies apply use of SNSs for two main reasons; time and money. Finding and attempting candidates on SNSs is cost effective and the recruiters can reach the passive candidates who can be employed at the moment.

SNSs in recruitment provide many advantages but has its downside also. There are always ethical and legal issues recruiters to consider when recruiting online. Discrimination might appear, consciously or non-consciously. Applying diverse recruitment methods to company's policies decreases the possibility of discrimination.

Candidates' privacy can be offended if applying SNSs in recruitment. Employers should not collect data of the employees or candidates if they are not aware of that. Neither should recruiters base their decisions on the findings from SNSs, if utilised. Even there are laws protecting employees' and candidates' privacy, companies still utilise them on SNSs. One should be aware of their online presence, especially when searching for a job. Inappropriate pictures or posts and weak communication might lead to rejection on recruitment. The information provided on SNSs should be reliable.

Well planned and applied SNSs recruitment strategy can benefit the company and gain them a perfect employee fit. Professional use of LinkedIn and social media with appropriate data can result a job seeker as a new job.

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Appendix 1. Survey

1. Age: 20-23, 24-26, 27-29, 30+
2. Gender: Female, male, other
3. Study year: 1st, 2nd, 3rd, 4th, graduated
4. Which job search channels you use? Social-media, Jobsites (e.g. Duunitori, Monster, Indeed, Glassdoor), TE-Office, Company's website, Metropolia OMA intranet, Newspaper, Other

If you use LinkedIn, please answer to the following questions:

5. Why you use LinkedIn? Networking, Job seeking, Aiming to be headhunted, Finding for information
- 6.. Have you applied for a job in LinkedIn?
7. If yes, did it lead to an interview?
8. If yes, were you employed?
9. Have recruiters contacted you on LinkedIn?
10. If yes, did it lead to an interview?
11. If yes, were you employed?